

# TIMES AND TRAILS

People, Projects and Priorities at Environment and Conservation

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## *Excerpts from Deputy Commissioner Paul Sloan's Remarks at the Tennessee Chamber of Commerce and Industry (TCCI) Environmental Conference on October 21, 2005*

... It's been six months since I became Deputy Commissioner. As you can well appreciate – that amount of time is too long to plead ignorance but too short of a time not to be. Nevertheless, I have learned a lot and absolutely enjoy what I am doing. How could you not be exhilarated when you are surrounded by smart and capable people and presented new and challenging issues each day.

### **On Tennessee State Parks**

I would like to speak a bit this morning about what's been done over the past six months. But before I do, I want to say a word about Commissioner Jim Fyke. When the Commissioner joined the department almost three years ago to head Parks and Conservation, he found 14 of the 54 state parks closed and parks employee morale was at an all time low. Under his leadership not only were the parks reopened, but Tennessee State Parks have now been named by the National Parks and Recreational Association as one of the top four state parkland systems in the country. Tennessee State Parks is also the first system that has all eligible state parks – 44 of them – subscribed to purchase Green Power from TVA and their local power distributors. In addition, we are the first state park system in the country to initiate a full biological species inventory called the All Taxa Biological Inventory (ATBI).

Jim has been terrific to me, and it has been a pleasure to serve as his deputy commissioner.

### **On Governor Bredesen**

I also want to say a word about Governor Bredesen. We all appreciate his steady leadership and restoration of fiscal discipline to state government. The governor has made target investments in education, public safety and job creation that will pay major dividends now and down the road for Tennessee. Whether he's calling upon his knowledge as a Harvard physics major at the Spallation Neutron Source at Oak Ridge or he's relying on his business acumen to attract new industry to our state, this Governor gets it.

That includes environmental stewardship too. Governor Bredesen has identified three environmental areas of emphasis. First, he is fully committed to protecting and improving our state's land, air and water. Second, he is committed to preserving our open spaces and enhancing local communities. Third, he is committed to forging public-private partnerships to promote natural resource stewardship.

Over the next year – and hopefully the next five – Environment and Conservation will continue to build our goals, our strategies and initiatives around these areas of emphasis.

### **On Departmental Structure and Goals**

When I arrived at the department, the Bureau of Environment was suspended in reorganization with no small amount of uncertainty. This is what we have done to address our structural issues:

First, we grouped the 11 environmental divisions into three primary natural resource groups: land, air and water. We have now filled each of the bureau's key senior positions with outstanding individuals from within the department. I believe that they, together with our division directors and their deputy directors, are the best possible team to lead the bureau toward sustained excellence.



*Deputy Commissioner  
Paul Sloan*

Tracy Carter serves as Senior Director for Air Resources. Tracy works closely with the divisions of Air Pollution Control and Radiological Health. She has more than 15 years experience with the department as an attorney, program administrator and division director.

David Draughon serves as Senior Director for Water Resources. Divisions in this group include Water Pollution Control, Groundwater Protection, Water Supply and the West Tennessee River Basin Authority. David is a professional engineer and has more than 34 years experience with the department. He has been the Water Supply division director for the past 16 years.

Chuck Head serves as Senior Director for Land Resources. Chuck is responsible for the development and coordination of policy, planning and strategy across the Land Resources Group. The Land Resources Group consists of the Division of Remediation, Division of Solid and Hazardous Waste Management, Underground Storage Tanks, Geology and the Division for Department of Energy Oversight (DOE-O) in Oak Ridge. Chuck has been with the department in a variety of leadership roles for the past 27 years. He was a prior director for the Nashville Environmental Field Office and the Division of Underground Storage Tanks.

Brenda Apple serves as Senior Director for Environmental Field Offices. Brenda works closely with all eight field offices on matters of policy and operations in order to make sure we have effective service delivery across all regions of Tennessee. Brenda has more than 25 years experience with the department as a division manager with Superfund and Water Supply in both the central and field offices plus serving as Nashville Environmental Field Office director.

Second, we created the Office of Environmental Assistance to promote, coordinate or track everything we do in the bureau outside of our regulatory functions. We did this in order to keep focus on the key role TDEC plays in supporting environmental stewardship beyond our regulatory roles. This will also enable us to better manage and strategically direct our educational programs, grants, loans, awards, rebates and incentives. Lori Munkeboe serves as director for the Office of Environmental Assistance. Lori has brought high energy and a wide range of experiences to this post, and she is doing a great job.

Third, we created a Scholar-in-Residence to lead our Office of Environmental Policy and to oversee the development and writing of a comprehensive report on Tennessee's environment. This report should be complete in 2006, and it is my goal for our professionals in the department to have a major voice in its production. We believe that an annual Scholar-in-Residence will give us a much improved and meaningful link with academic communities across the state.

Our first Scholar-in-Residence is UT Professor David Feldman. Dave is the head of UT's Political Science department and a former research analyst at Oak Ridge Laboratory. He's no stranger to the department having authored the Water Policy Research Needs in Tennessee for the department in June 2003.

Fourth, we created a strategic management position in order to support senior management's implementation of their strategic goals and priorities.

Elaine Boyd, manager for strategic planning, is our newest and final addition to the senior team. Elaine is from East Tennessee and an engineering graduate from Vanderbilt. She spent five years at the Environmental Protection Agency (EPA) Region IV where she managed multi-disciplinary teams involved with remediation of hazardous waste sites. She later worked with Mobil Oil in California and Tenneco Natural Gas in Houston. Elaine returned to Tennessee with her family in 1997, serving as Vice-President and Business Analyst for Commercial Banking with AmSouth.

I am very excited about this senior group. Each has a tremendous amount of talent and experience. Moreover, they all have a true commitment to public service.

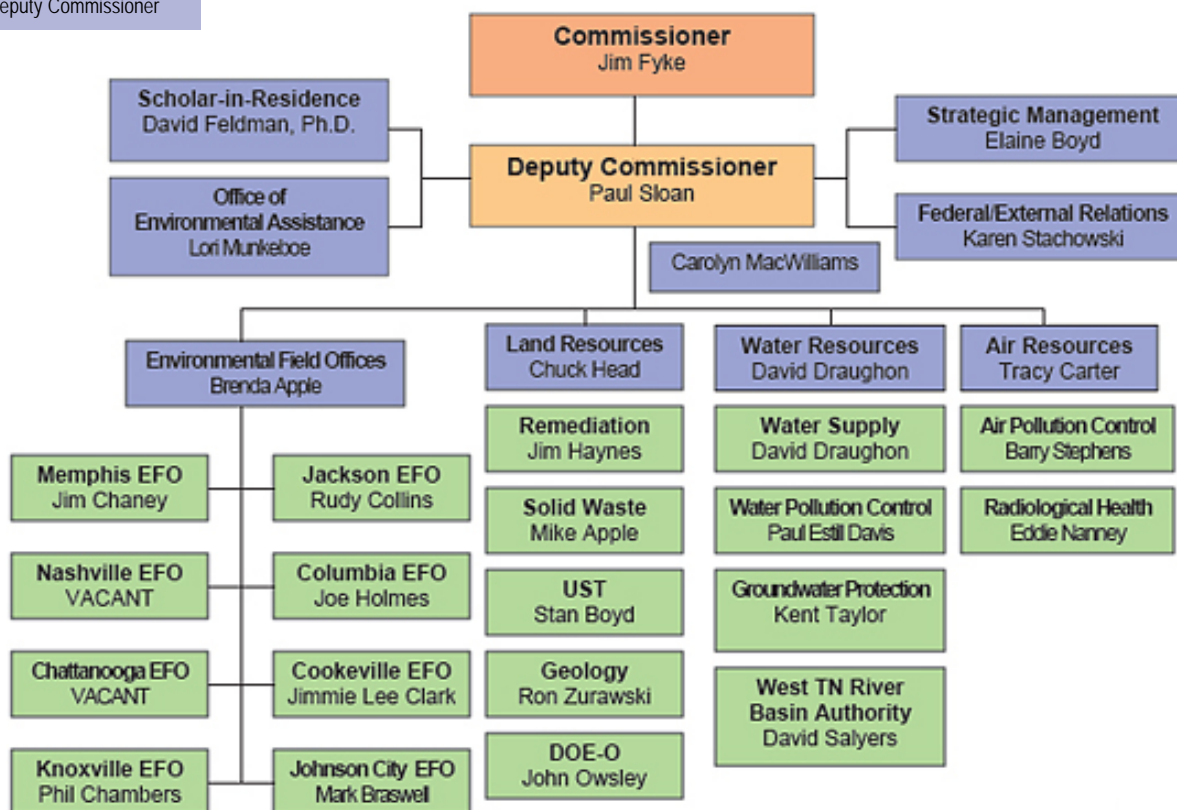
With these leaders and this new structure, I believe we have created the best chance for the bureau to be successful in serving the citizens of Tennessee with a responsive, efficient regulatory system that improves the environmental health of our communities.



*Deputy Commissioner Paul Sloan, Elaine Boyd, Environment strategic planning manager, and Mike Apple, Solid and Hazardous Waste Management division director at the Tennessee Chamber of Commerce and Industry conference in Nashville.*

Blue boxes denote direct report relationships to Deputy Commissioner

ENVIRONMENT ORGANIZATION CHART – October 2005



### On Communication with the Regulated Community

But no matter how good our team, the fulfillment of our mission to protect and improve the quality of our land, air and water will require open communication and significant partnership with business and industry.

Before I started this job, I sat down with Wayne Scharber of the Tennessee Chamber of Commerce and Industry to open lines of communications and have kept them open ever since.

The passage of the Third Party Appeal bill this year was a testament to how open communication and cooperation based upon problem solving can produce results. That bill would never have passed without the tough collaborative work of Wayne, the Tennessee Chamber and the entire regulated community.

Now I would like to say a word or two about the department's assistance and support of the regulated community. Since 2003 the department has provided roughly \$300 million in environmental assistance to companies, counties and municipalities throughout the state's 95 counties through grants, low interest loans, awards, rebates and incentives.

In contrast, the department during the same period of time has assessed penalties of \$15.8 million. Of that amount, less than 25 percent is actually collected due to the balance being forgiven upon compliance or appropriate corrective action taken by the party in violation. So we are operating at a ratio of enforcement fines collected to financial assistance provided at 1:75. Roughly, for every \$1 million our department collected in penalty assessments, we have provided \$75 million in assistance.



Deputy Commissioner Paul Sloan (l) talks to Drew Goddard, partner with Bass, Berry and Sims, at the TCCI Environmental Conference.

### On the Power of Partnerships

I also want to say a few words about educational partnerships and collaborations. Environment and Conservation's outreach and education activities are core to achieving our goals. One good example continues to be Tennessee's public drinking water system and the department's Division of Water Supply. Today over 98 percent of Tennessee citizens receiving public drinking water are served by a public drinking water system meeting all the federal standards. This is the highest percentage in Region IV, and one of the highest in the United States. EPA has recognized our performance and recommended Tennessee's public drinking water program as a model for other states to benchmark.

Much of this success stems from the relationship between local and state officials plus the shared commitment and investment toward skills training and advancement. The department's Fleming Training Center (FTC) in Murfreesboro is a key reason Tennessee is a national leader. The first of its kind, Fleming stands today as one of only a few state-operated training facilities for the water industry. Fleming instructors have provided training, certification, and technical assistance – often free of charge – to thousands of operators throughout the state.

To the fullest extent possible, I want to deepen the communication, collaborative partnerships and peer support that we have with the Tennessee Chamber, its members as well our counties and municipalities. That's the only way we are going to achieve our goals.

To illustrate, we spend a great deal of time improving our interagency relationship with the Tennessee Department of Transportation (TDOT). While TDOT operates 20,000 miles of roads, county road superintendents in the Tennessee County Highway Officials Association operate more than 30,000 miles. We need to find effective ways of getting our staff from central and field offices better connected to county highway officials as they build and maintain these roadways across the state.

### On Working Together

Moving forward, if we can help, call on us. If you feel the department is treating you unfairly say so, but try it first in a nonadversarial manner. Don't turn up the volume until you encounter those rare instances in which constructive dialogue fails.

Thank you again for the invitation. I plan on staying this morning and listening to leaders from our department who will be sharing important updates on land, air and water issues.

### Environment Names New Head of Strategic Planning

Elaine Boyd recently joined the Bureau of Environment's senior leadership team as Strategic Planning Manager. She will work closely with the environmental senior directors for Land, Air, Water and Environmental Field Offices to develop and implement strategies that help the Bureau achieve its top priorities.

"Elaine brings more than 20 years of experience with major environmental, energy and banking organizations to this role," said Deputy Commissioner Paul Sloan. "Her skills in organizational development and experience with complex project management will be a real advantage for our leadership team."

Elaine worked for five years as an environmental engineer at EPA's Region IV office in Atlanta in hazardous waste remediation and also served in a range of senior management positions with major energy companies in Texas and California. Elaine comes to the department from AmSouth Bank where she was Vice President and Business Analyst in Commercial Banking.

"I am excited by the challenges and opportunities presented by this position," said Elaine, "I am looking forward to working with the many talented and dedicated employees at Environment and Conservation."

A native of East Tennessee, Elaine was born in Johnson City and grew up in Knoxville. She holds a bachelors degree in civil and environmental engineering from Vanderbilt University. When she is not charting and evaluating strategies and projects, Elaine enjoys walking, reading, traveling and spending time with her husband, eleven-year old daughter and seven-year old son.



*Elaine Boyd, Strategic Planning Manager, Bureau of Environment.*